

**External Evaluation of the Indian Health Service
Alaska Area Injury Prevention Program:
Evaluation Report – Executive Summary**

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Alaska Area Evaluation Report – Executive Summary

This Executive Summary outlines the major findings outlined in the Alaska Area Injury Prevention Program (IPP) Evaluation Report completed in April 2001 by Carolyn E. Crump, PhD and Robert J. Letourneau, MPH of the University of North Carolina Injury Prevention Research Center. Included in this Executive Summary are the Program Stage of Development ratings for the 12 Evaluation Components used to guide the evaluation process:

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| 1. Mission/Vision | 7. Needs Assessment/Defined Service Population |
| 2. Resource Allocation/Accounting | 8. Surveillance Data Collection |
| 3. Management Support | 9. Injury Program Planning and Implementation |
| 4. Staffing/Roles & Responsibilities | 10. Marketing |
| 5. Training | 11. Evaluation/Reporting |
| 6. Partnerships/Collaboration | 12. Technical Assistance/Building Tribal Capacity |

A brief summary of recommendations is provided in this Executive Summary for each Evaluation Component. Please refer to the full-text version of the Alaska Area Evaluation Report – Results for the following: a) background on the development of the evaluation process; b) summary of the Alaska Area Evaluation Process; c) an overview of the Alaska Area IPP; d) a description of the Program Stage of Development Process; e) contextual factors used to determine stage of development ratings; f) recommendations; and f) a list of resources for Alaska Area IPP staff.

1. Mission/Vision

Basic	Intermediate	Comprehensive
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The Alaska Area Injury Prevention Program is between the **Intermediate** and **Comprehensive** stage of development for Mission/Vision. The evaluators recommend that the Alaska Native Tribal Health Consortium (ANTHC) Injury Prevention Specialist (IPS) provide guidelines to each Corporation IPS to facilitate an annual injury prevention program planning process. These guidelines will facilitate a process of setting priorities, developing timelines, involving other groups in the planning process, identifying impact and outcome indicators for each objective, and developing dissemination and/or communication strategies for interested parties. Having program planning guidelines which describe/outline a process will help Corporation IPS staff identify and implement effective injury prevention interventions. Several Corporation IPS have developed processes that may be useful to other Corporation's IPP staff. The evaluators recommend that these program planning approaches be documented and discussed among and between Alaska IPP staff, perhaps at annual IPP staff meetings. A written Alaska-wide Mission/Vision will also help Corporation staff see how to advance the Alaska-wide injury prevention program. The evaluators also encourage the ANTHC IPS to be more explicit in communicating his ideas and vision for effective Alaska-wide injury prevention activities and programs.

2. Resource Allocation/Accounting

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is between the **Basic** and **Intermediate** stage for Resource Allocation/Accounting. The evaluators recommend that ANTHC provide funding for an additional Injury Prevention Specialist to help support Alaska-wide injury prevention functions. Funding for an additional Injury Prevention Program staff person would increase the capacity of the ANTHC staff to support and encourage growth of Corporation injury prevention programs. The evaluators also recommend that a more formalized process of identifying and allocating funds for projects to Tribal Corporations be considered in Alaska. While the ANTHC IPS has great latitude to allocate funds using a non-competitive, informal, unsolicited

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process, unanticipated ANTHC-level staff changes, could influence how effective this budget allocation system could work in the future. A more formal process, whereby the ANTHC IPS identifies 'injury prevention project funds' that are awarded to Tribal Corporations on an annual, competitive basis, may be more likely to continue even with a change in ANTHC management. Tribal Corporation staff should become more knowledgeable about the ANTHC's and individual Corporation's budget formulation and allocation processes. With increased knowledge about the ANTHC budget process, Corporation IP staff could better plan for effective interventions and be more responsive to Tribal needs. In lieu of developing a formalized system suggested above, the evaluators suggest that Tribal Corporation Funding Guidelines be developed and distributed to Corporation IP Specialists. The evaluators also recommend that the ANTHC IP Specialist research, identify, and disseminate external funding sources for Corporation Projects. In addition, Corporation IP staff are encouraged to write proposals to receive external funding. As a means of supporting Corporation staff in this endeavor, the ANTHC IPS could host a grant writing workshop for Corporation staff, similar to the one conducted by Dr. Larry Berger in 1999. To accompany this training, it would also be worthwhile for the AIS to provide training in budget formulation, budget monitoring, and budget reporting to Alaska Area Injury Prevention Program staff.

3. Management Support

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the **Intermediate** stage of development for Management Support. Implicit management support (e.g., incorporating injury prevention into the short and long-term ANTHC strategic plan, injury prevention activities are considered when completing performance evaluations) exists for injury prevention in the Alaska Area. Additional explicit management support (e.g., additional funds for special projects, additional staff to support Alaska-wide IPP activities) would further benefit the program. The evaluators suggest that additional exposure and discussion regarding the existing ANTHC and Tribal Corporation IP activities be developed and marketed to Tribal Corporations without Injury Prevention Programs. The creation of and funding for Tribal Corporation injury prevention positions indicate significant management support for the Alaska Area IP program. The Alaska Area IPP, however, would benefit if more Corporations had designated IPP staff, which would allow for more cross-Corporation networking and sharing of lessons learned within the Alaska Area. The development of an explicit strategic plan across Corporations and within each of the major Corporations could provide the justification needed for managers to increase their support for injury prevention activities. Because the evaluators learned that decisions are made using consensus in several Corporations, training in meeting facilitation and group decision-making may be helpful for both the Area IPS as well as Corporation IPS Staff. The Area Injury Specialist has a responsibility to provide leadership and advice to ANTHC and the other Corporations in Alaska regarding the extent and effective response to reduce the injuries to American Indian and Alaska Natives. The evaluators encourage the ANTHC IPS to continue his efforts to increase the visibility of and support for the injury prevention program. Explicit support for the program may be more likely as greater documentation of program activities, accomplishments and successes, as well as program activities accomplished as part of the five and ten-year ANTHC strategic plan are reported by the ANTHC IPS and to other injury prevention practitioners in Alaska.

4. Staffing/Roles and Responsibilities

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the **Intermediate** stage of development for Staffing/Roles and Responsibilities. Due to the geographic size and rural nature of the 13 Corporations in the Alaska Area, it is clear that a

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second Area-wide staff person is needed to provide adequate technical assistance to the Corporations with Active Injury Prevention Programs, as well as encouragement to those corporations with less mature injury prevention programs. While the evaluators did not visit all of the major Corporations, they learned that not every Tribal Corporation in the Alaska Area has a designated staff person to conduct injury prevention activities. Tribal Corporations with less developed injury prevention programs should be encouraged to develop an injury prevention staff position(s). Job descriptions created at SEARHC and/or the Maniilaq Association may be useful in guiding the development of newly formed position descriptions. The evaluators recommend that specific duties and responsibilities be considered for an IP position if/when an additional position is created in the Alaska Area. The evaluators strongly recommend that Tribal Corporations recruit and work to retain for a minimum of five years, well qualified individuals to manage their injury prevention program. Perhaps some incentives can be used to encourage staff members to remain in their positions longer than the traditional two to three years. Another approach would be to recruit and provide specialized injury prevention training to qualified individuals who intend to live long term in the area. The impact of staff turnover may be reduced if current staff are encouraged to maintain program files that fully document what activities are taking place and who is involved in the efforts to reduce injury in the villages and corporations.

5. Training

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the **Intermediate** stage of development for Training. The evaluators recommend that a more formal system of notification for training opportunities be developed (e.g., with follow-up announcements), so that a wider array of IHS and Tribal Corporation staff are aware of training opportunities in and outside Alaska. The evaluators also suggest that as part of an annual program planning process, specific needs for IP training be identified among Alaska IP staff. As part of the annual planning process, the IP staff should review course evaluations, needs assessments, and important injury prevention issues. Based on the needs assessment and surveillance data indicating IP issues, a set of workshops/courses could be developed. The ANTHC IP Specialist should also consider developing an abridged Level I training course, designed to provide education and information to Corporation decision-makers (e.g., Health Directors, Tribal council members) in Alaska. The need for additional training may increase in the future, for example: program management, program implementation; identifying resources; writing grants, program sustainability. The evaluators recommend that more comprehensive follow-up with IP training course participants (National, Area-specific, and Corporation-specific courses) be conducted in the Alaska Area. The evaluators recommend that a training database be developed in the Alaska Area to facilitate this process. In addition, training activity documentation and reporting that could be improved. The ANTHC Injury Specialist could use the Maniilaq IP Conference Summary as a model to document and report on ANTHC and other Corporation-specific training courses. The evaluators highly recommend that the ANTHC IP Specialist continue to support and further develop the training activities offered in Alaska and in the ANTHC's support for staff and Tribal representation at IHS National Training courses (e.g., the Fellowship Program).

6. Partnerships/Collaboration

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is between the Basic and Intermediate stage of development for Partnerships/Collaboration. From the information collected through the evaluation process, it appears that there has been some, but not extensive, emphasis on the professional partnerships and collaborations

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in the Alaska Area. The evaluators suggest that ANTHC and Tribal Corporation staff build on their existing relationships and expand them in ways that lead to the implementation of IP projects. Having a set of specific ideas and project proposals, perhaps outlined in the Area or Corporation IP program plan, will assist ANTHC and Tribal Corporation IP staff by focusing their attention on collaborations leading to the joint implementation of specific IP interventions. The evaluators strongly recommend that continued partnership with the Alaska Injury Prevention Center be fostered and maintained for the development, implementation, and evaluation of injury prevention activities designed to meet the needs of Alaska Natives. Specifically, training opportunities provided by or co-sponsored by the Alaska Injury Prevention Center and IHS would benefit the Tribal Corporation injury prevention practitioners. Each Tribal Corporation in the Alaska Area does not have an active, formal Injury Prevention Committee or Coalition. The evaluators recognize this as a legitimate challenge facing some Corporation IP staff, but also emphasize the importance of showing community members' commitment. Staff indicated that there are some barriers to coalition building at the local level. To the extent possible, Corporation IP Specialists wishing to develop coalitions should consider multiple ways of increasing membership and involvement on injury prevention coalitions. Providing incentives for participation is one approach that has been used in other areas. Another way to increase attendance at Committee meetings is to hold meetings at regular times and locations, and perhaps holding them at Tribal offices. Limited funding and staff turnover are often two issues that make it more difficult to maintain a coalition over time. Having an Alaska-wide strategic plan, including specific plans for the development of local coalitions will provide focus and direction.

7. Needs Assessment/Defined Service Population

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the **Basic** stage of development for Needs Assessment/Defined Service Population. The collection of injury prevention needs assessment information is an important part of prioritizing the injury prevention activities within an Area and can serve as the foundation from which injury prevention projects and activities are developed, implemented, and evaluated. To move to the next stage of development for this Evaluation Component, ANTHC and Corporation IP staff should consider developing more formal procedures to collect needs assessment data. The evaluators recommend that this information be routinely collected as part of a structured way of developing tailored, local-level injury prevention programs in response to community member requests. The form that the Maniilaq IPS developed to assess community member injury prevention perceptions and experiences is a needs assessment approach that could be duplicated at other Tribal Corporations within the Alaska Area and by other IHS IPP staff in other IHS Areas. The summary developed from the survey results could be used as a tool to market or lobby for the injury prevention program. In addition, the annual survey used to assess the ANTHC IP Specialist's performance could be enhanced (e.g., the questions asked could be more specific). The evaluators also suggest that Tribal Corporation staff consider supporting one or more Photovoice projects. To help identify and meet the injury prevention needs for Native people in Alaska, the evaluators recommend that an Alaska Injury Prevention Steering Committee be formed, similar to the way in which a National IP Tribal Steering Committee was formed in early 2000. Representatives from each Tribal Corporation could serve on this committee to help identify and address the needs that are periodically addressed across Alaska.

8. Surveillance Data Collection

Basic	Intermediate	Comprehensive
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The Alaska Area is between the **Intermediate** and **Comprehensive** stage of development for Surveillance Data Collection. The evaluators commend the data collection efforts being undertaken at the Corporations participating in the evaluation, particularly those at the Maniilaq Association Center for Injury Prevention. The evaluators recommend that regular reporting of injury data surveillance take place. In addition, each Corporation IPS should develop an injury data resource guide to assist local health workers to develop and use injury surveillance systems. It is important for Corporation IP staff to receive specific training related to data collection to ensure the reliability and validity of local data. The evaluators recognize that cross-Corporation collaboration and information sharing is evident regarding data collection, analysis, and reporting efforts. They encourage the ANTHC Injury Prevention Specialist to further facilitate this sharing of methods and strategies. Data reports should include graphs and charts to summarize injury surveillance data and should include information on rates rather than only raw numbers. The evaluators suggest that the ANTHC and Tribal Injury Prevention Specialists continue to build relationships with those associated with the Coast Guard, as data collected by the Coast Guard would be valuable in understanding the extent to which PFD are used and the factors associated with drownings. All Corporation IPS staff are encouraged to be consistent and clear about how they code injuries and indicate whether alcohol is involved. The evaluators recommend that the Area IPS receive training in the use of advanced computer systems such as Geographic Information System (GIS). The evaluators recommend that the ANTHC IPS consider developing an Area-wide data report on an annual or bi-annual basis to summarize the information collected about injury prevention surveillance activities.

9. Injury Program Planning and Implementation

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is between the **Basic and Intermediate** stage of development for Injury Program Planning and Implementation. To increase the effectiveness of the injury prevention program activities in Alaska, the evaluators encourage ANTHC and Tribal Corporation staff to support a greater percentage of multiple level of interventions (e.g., individual, vehicle/vector and environmental change) and should use multiple methods (e.g., health education, engineering, policy development, and enforcement). Several major interventions have been developed in the Alaska Area. To increase dissemination of statewide IP interventions developed in the Alaska Area, the ANTHC IPS is encouraged to develop project implementation manuals for two or three programs. These manuals could report on the “best practices” learned from those who have implemented the programs over the past five to ten years. The evaluators recognize that limited progress has been made in the Alaska Area to address the issue of intentional injuries (assault, domestic violence, suicide), despite staff interest in reducing injuries due to violence. The ANTHC IPS and Corporation IP staff are not expected to take full responsibility for preventing unintentional injuries, however, ANTHC and Tribal Corporation staff contributions may be significant. It seems an appropriate issue to address through collaborative relationships with ANTHC and Tribal Corporation Departments and other organizations with responsibility for alcohol abuse prevention/treatment and mental health issues. While perspectives may vary in terms of a clinical versus a public health approach, there should be benefits to working together to prevent both intentional and unintentional injuries among Native people in Alaska.

10. Marketing

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the **Basic** stage of development for Marketing. Marketing of the injury prevention program activities in Alaska could be improved. While recognizing the importance for marketing during site visit interviews, the development of Tribal Corporation marketing plans has not taken place in the Alaska Area. The evaluators suggest that outside training in marketing and social marketing be considered for Alaska staff. The evaluators recommend that the ANTHC IP Specialist develop a mechanism to more regularly communicate and market the activities of ANTHC and other Tribal Corporation injury prevention efforts. This mechanism could include an Alaska-wide newsletter or an Alaska-wide Fact Sheet. This Fact Sheet could be designed to correspond to major program emphasis areas and could be developed as part of the ANTHC annual program planning process. The creation of an Alaska Injury Prevention Program webpage for the Injury Prevention Programs in Alaska may also serve as an important tool to market the injury prevention program, especially considering how quickly some Tribes are advancing their computer and communication technologies. All materials developed to market the Area's program should be updated and distributed annually to the list of Alaska injury prevention practitioners and partners. The distribution of such marketing materials could coincide with materials distributed as part of the annual program planning process, to highlight activities completed in the previous year or years.

11. Evaluation/Reporting

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the **Basic** stage of Development for Evaluation/Reporting. For the Alaska Area Injury Prevention Program to advance to the next stage of development for this Evaluation Component, more formal evaluation and reporting mechanisms should be put in place to monitor future injury prevention demonstration projects funded or supported by ANTHC. The evaluators were unable to assess the effectiveness projects receiving funding from ANTHC, as very limited project reporting was provided. The evaluators recommend that appropriate training in how to conduct an evaluation should be provided to Tribal Corporation IP staff. Specifically, the evaluators recommend that as a group, Alaska Area Tribal Corporation staff discuss and agree on ways to consistently evaluate programs that are being conducted by Corporation IP staff (e.g., the Foatcoat Program). The evaluators suggest that the ANTHC Injury Prevention Specialist outline a Corporation-wide approach to monitoring and/or evaluating the Foatcoat program. The evaluators suggest that each Corporation IPC monitor progress of the Foatcoat program based on standards provided by the ANTHC Injury Prevention Specialist. In addition, the evaluators recommend that a report preparation workshop be developed to instruct Tribal IP staff in methods to collect and summarize information regarding intervention projects. Templates and example reports may be included as part of the materials provided to those attending the workshop. Documenting successes as well as challenges, including a report of how funds were allotted, will improve program planning at the Corporation level. Finally, the evaluators encourage ANTHC IP staff to conduct more formal evaluations of projects/interventions conducted at Tribal Corporations. ANTHC and Tribal Corporation staff should be encouraged to obtain advanced training in evaluation methods. An evaluation course may be available through distance learning or staff could take a summer course at a nearby University. Another option may be a targeted self-study of evaluation methods through the review of materials listed in the Resources section. ANTHC and Tribal Corporation staff may want to consider hosting an evaluation workshop in their Area.

12. Technical Assistance/Building Tribal Capacity

Basic	Intermediate	Comprehensive
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The Alaska Area IPP is at the Intermediate stage of development for Technical Assistance/Building Tribal Capacity. With the advent of the IHS Tribal Injury Prevention Grants Program funding to Tribes, it is important for the ANTHC IP Specialist to provide technical assistance to all Tribal Organizations in Alaska interested in working to prevent injuries and/or to submit a proposal for grant funding. His ability to do so is limited because of time. Funding for an additional Injury Prevention Specialist would help to address this problem. ANTHC and Tribal Corporation Injury Prevention Specialists recognize the need to build the injury prevention capacity of Tribes through training and funding for injury prevention. An excellent resource, providing tips and suggestions in an easy to read format, is the book by John Tropman called, *Successful Community Leadership*. The ANTHC IPS could investigate a bulk price and provide copies of this book to those who are facilitating local coalitions. The book is appropriate for IHS and Tribal Corporation staff, as well as community members. Establishing an Alaska-wide Tribal Advisory Committee may also raise awareness of the importance of IP. While these suggestions are probably not new ideas to the ANTHC, action should be taken to turn these ideas into reality. For example, an Alaska Tribal Injury Prevention Advisory Committee may be established with those who are very active and interested in injury prevention. A Tribal IP Advisory Committee could be encouraged to develop a relationship with State and Regional programs that address specific issues important to the safety of Tribal members (e.g., domestic violence, crime prevention).

In summary, the Alaska Area Injury Prevention Program is at the following Stages of Development for the 12 Evaluation Components used to guide the Evaluation:

Evaluation Component	Stage of Development		
1. Mission/Vision	Basic	Intermediate	Comprehensive
2. Resource Allocation/Accounting	Basic	Intermediate	Comprehensive
3. Management Support	Basic	Intermediate	Comprehensive
4. Staffing/Roles & Responsibilities	Basic	Intermediate	Comprehensive
5. Training	Basic	Intermediate	Comprehensive
6. Partnerships/Collaboration	Basic	Intermediate	Comprehensive
7. Needs Assessment/Defined Service Population	Basic	Intermediate	Comprehensive
8. Surveillance Data Collection	Basic	Intermediate	Comprehensive
9. Injury Program Planning and Implementation	Basic	Intermediate	Comprehensive
10. Marketing	Basic	Intermediate	Comprehensive
11. Evaluation/Reporting	Basic	Intermediate	Comprehensive
12. Technical Assistance/Building Tribal Capacity	Basic	Intermediate	Comprehensive

Alaska Area Injury Prevention Program staff should use the results, recommendations, and resources provided in this report to develop an Action Plan to enhance the stages of development for each Evaluation Component used in this assessment process.